



CENTRE FOR SECURITY COOPERATION

NEWSLETTER

ARMS CONTROL SYMPOSIUM AND DAYTON AGREEMENT 25TH ANNIVERSARY CELEBRATION EVENT



45TH MAG MEETING

STRENGTHENING INTEGRITY IN SECURITY SECTOR - REGIONAL WORKSHOP

NATO EUROPEAN SECURITY CHALLENGES AND THEIR IMPLICATION ON SEE REGION WORKSHOP

C-WMD PHASE 2 - DUAL USE AND EMERGING TECHNOLOGIES PROJECT

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CENTRE FOR SECURITY COOPERATION

Newsletter editorial staff:

CPT Jasmina Vrgoč, PA Officer
Ms Vesna Iveković, Language Specialist

Rakitje, Stari hrast 53
 10437 Bestovje, Croatia
Tel: +385 (0)1 3330 803
Fax: +385 (0)1 3330 809
info@racviac.org
www.racviac.org

MAG POCs Meeting held in RACVIAC

On 27 January 2021, the online Meeting of Points of Contact of Multinational Advisory Group – Steering Committee of RACVIAC - Centre for Security Cooperation was held. The aim of the Meeting was to make an overview of the realization of RACVIAC Programme 2020, the implementation of Programme 2021 and the Finances.



Opening the meeting, RACVIAC Director, MG (ret.) Jeronim Bazo welcomed the representatives from Members and Associate Members saying that the Centre greatly appreciated their outstanding support and cooperation. He pointed out the need for the participants' interaction, engagement and expressing their valuable opinions. He also wished everyone a happy new year as this was the first meeting held this year.

As the Programme for the year 2021 was approved during the 44th online MAG Meeting in October 2020, the first session of the briefing gave an overview of the activities conducted during 2020 and the activities that will be conducted during the year 2021. It also provided representatives with information regarding the current financial situation.

In the second part of the meeting the objective was to discuss and examine the possibilities of improving the quality and visibility of RACVIAC activities taking into consideration the times we are living in, thus upgrade the participants' level of insight and ensure a more active engagement of Members and Associate Members. National POCs were strongly encouraged to give their national views on specific requirements that are of great interest to be further developed within the main approved Programme for 2021.

In addition, MAG POCs informed RACVIAC on their readiness to cooperate and support some particular activities and all of them expressed their hope the activities would be held in person soon. RACVIAC Director, MG (ret.) Jeronim Bazo concluded the meeting and thanked everyone for their engagement during the meeting. He also said that we were preparing for both possibilities: for online activities but also for in person activities, and hopefully there would be more of the latter ones. ●

45th MAG Meeting held on-line



The 45th Annual Meeting of the Multinational Advisory Group (MAG), RACVIAC steering body, took place online on 28th April 2021. The Meeting was organized under the chairmanship of the Republic of North Macedonia. It started with a welcome address by Ms Radmila Shekerinska, Minister of Defence of the Republic of North Macedonia and was chaired by Mr Dragan Nikolić, State Secretary in the Ministry of Defence of North Macedonia.

Director of RACVIAC, MG (ret.) Jeronim Bazo. As all MAG Meeting participants had been provided with an electronic version of the Report in advance, the Director highlighted only some of the most important achievements during the year 2020: “This has been a very unusual and challenging year, but each challenge in itself is a great opportunity for growing stronger. In 2020 we were living in a totally changed environment which has completely remodelled

Minister of Defence of the Republic of North Macedonia, Ms Radmila Shekerinska, addressed the participants and emphasized the RACVIAC's role in building bridges of trust and cooperation in meeting the modern challenges like cyber-threats, malicious information and even the current pandemics. The most important task of initiatives like RACVIAC is creating a sense of security and confidence in the region thus laying the foundations for freedom, democratic processes and trust, she emphasized.

The Meeting continued with a brief presentation of the Director's Annual Report, given by the



our way of living, thinking, working and doing business. The pandemic outbreak paralysed the world in many ways and new challenges and threats for each and every one of us popped up. Hence, during 2020 we shifted from in-person activities to online ones, which turned out to be a very good solution for keeping us together in fulfilling our mission.” MG (ret.) Bazo took the opportunity to thank all RACVIAC Members, Associate Members, Observers, participants and partners for the support they have provided to RACVIAC so far and to ask them to continue to do so in the future as well.



Ms Radmila Shekerinska, Minister of Defence of the Republic of North Macedonia

Pursuant to the Meeting Agenda, RACVIAC Programme and Activity Managers and C-WMD Network Leader gave presentations with regard to the realization of the Programme in 2020 and plans for 2021. All representatives had been provided with an electronic version of the updated Programme 2021 in advance. Chief of Administration and Finance Cell briefed the MAG participants on the Realization of RACVIAC Budget for 2020, Budget for 2021, Draft Budget for 2022 and Projection until 2024.

Afterwards, RACVIAC Operations Manager informed the MAG representatives about the current personnel situation in the Centre and renewed the call, especially to those Members that are not at the moment represented in RACVIAC, to send qualified personnel. The last briefing was related to the nomination of the new RACVIAC Director. All the participants supported the idea of the extension of the current Director's mandate. At the end of the MAG Meeting, the Conclusions were presented and adopted by all the participants. ●



RACVIAC delegation visits the Faculty of Electrical Engineering and Computing

On 19th January 2021, RACVIAC - Centre for Security Cooperation Deputy Director MG Zdilar, Ph.D. and C-WMD Network Leader Mr Mandić, together with Ms Irena Alajbeg, Head of Foreign Trade and Development Cooperation Sector (Croatian MFA), paid a visit to the Faculty of Electrical Engineering and Computing (FER) in Zagreb. The RACVIAC delegation was welcomed by the FER Dean Prof Gordana Gledec, Ph.D. and Vice Dean for Research, Prof Nikola Mišković, Ph.D.

At the beginning of the meeting Prof Gledec, FER Dean, welcomed RACVIAC delegation and praised the RACVIAC initiative to enhance cooperation with FER.

MG Zdilar thanked the FER management for their hospitality and briefly presented the history, mission, structure and core activities of RACVIAC – Centre for Security Cooperation. MG Zdilar also emphasized his desire to expand the RACVIAC's academic security portfolio in line with the new security paradigm, stressing the role of emerging technologies.

Mr Mandić took the opportunity to express his appreciation for FER contribution in organizing one-day Workshop which will be focused on Raising Awareness of the integrity of academic research involving dual-use items and which will be held at FER on the 25th February 2021.



Prof Mišković, Vice Dean for Research, presented several other opportunities for further cooperation, such as Master classes for middle and senior government officials, on topics ranging from cyber security, AI and robotics to information security.

At the end of the meeting, both sides agreed that future cooperation between the two organizations would be mutually beneficial and supported additional engagements in that direction. ●

Visit of the representatives of the International Sava River Basin Commission and the WACOM Project Team to RACVIAC

The representatives of the University of Ljubljana Prof Primož Banovec - the WACOM Project Leader and Ms Andreja Žerjav – the WACOM Project Coordinator, the International Sava River Basin Commission, Mr Samo Grošelj, Deputy Secretary for Protection of Waters and Aquatic Eco-system and Mr Robert Mikac, the University of Zagreb, visited RACVIAC on 17 February 2021.

The purpose of this visit was to inform RACVIAC on the activities of the International Sava River Basin Commission (Sava Commission) and the implementation of the Water Contingency Management in the Sava River Basin (WACOM) Project, to identify areas of common interests and explore opportunities for establishing mutually beneficial cooperation. The RACVIAC Director, MG (ret.) Jeronim Bazo welcomed the guests and expressed RACVIAC's readiness to contribute to regional efforts for diminishing risks of natural and man-made disasters and building national civil protection capacities.



Mr Samo Grošelj presented the history, mission, and activities of the Sava Commission, the implementing body of the Framework Agreement on the Sava River Basin

(FASRB) ratified by Bosnia and Herzegovina, Croatia, Serbia and Slovenia. He pointed out the regional cooperation process related to water management and prevention of hazards, i.e. floods and accidental pollution, as some of the FASRB's specific goals supporting sustainable development of the region.

Prof Primož Banovec explained the main characteristics, planning and implementation of the WACOM Project, emphasizing the importance of coordinated response to emergencies in case of accidental pollution and floods on transboundary watercourses. This common response can be successfully achieved by developing models and protocols for emergencies.

All parties expressed great interest in the continuation of consultations with the aim to establish permanent cooperation in the area of water management, especially related to security and safety. ●

MAG Chairman visited RACVIAC

Multinational Advisory Group Chairman, Mr Dragan Nikolić, State Secretary in the MoD of North Macedonia and Ms Ana Ezhova Krzhaloska, Assistant Head of the Department for International Cooperation in the MoD of North Macedonia, paid a visit to RACVIAC-Centre for Security Cooperation on



25 February 2021. The main purpose of the visit was to discuss possible options for holding the 45th MAG Meeting scheduled for 13 Apr 2021 in Skopje, the Republic of North Macedonia.

The work of RACVIAC-Centre for Security Cooperation was presented to them in details and some ongoing and future projects were mentioned during the discussion. The guests were welcomed by RACVIAC Director MG (ret.) Jeronim Bazo and Deputy Director MG Slaven Zdilar. MG (ret.) Bazo also took the opportunity to express his

appreciation for the support that the Republic of North Macedonia has provided to the Centre so far.

It is worth mentioning that in the period from 2009 to 2012, the Director of RACVIAC was H.E. Ambassador Nikola Todorcevski. From the very establishment of RACVIAC, North Macedonia has been actively participating in the work of the Centre by seconding the staff, financing the budget and hosting RACVIAC's activities. North Macedonia regularly sends participants to RACVIAC's activities in all three Pillars and in the C-WMD Network. ●

Visit of Swiss Defence Attaché



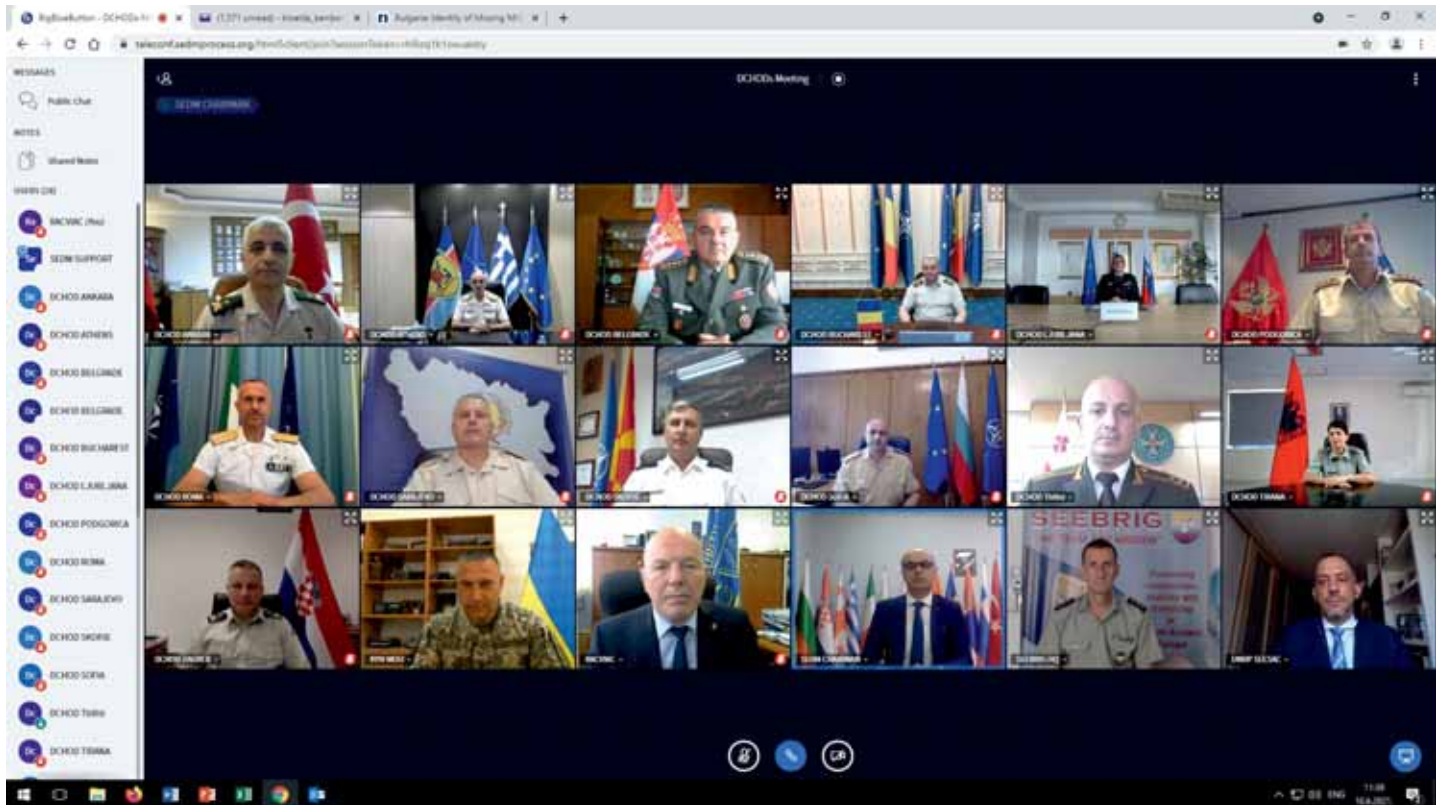
It was a great pleasure to have Colonel Urs Sulser, the Swiss Defence Attaché to the Republic of Croatia, visit RACVIAC on 23rd March 2021. RACVIAC Director MG (ret.) Jeronim Bazo and Deputy Director MG Slaven Zdilar welcomed the distinguished guest. During the meeting, several questions related to RACVIAC Programme of activities and some ongoing and future projects were discussed.

The work of RACVIAC - Centre for Security Cooperation and its Programme 2021 was presented to Col Sulser and the two parties exchanged some ideas for future cooperation.

MG (ret.) Bazo also took the opportunity to express his appreciation for the cooperation through International Organizations that are located in Geneva; GICHD - Geneva International Centre for Humanitarian De-mining and DCAF – Geneva Centre for Security Sector Governance.

Col Sulser and Director Bazo agreed on their readiness to intensify mutual cooperation in the future. Col Sulser thanked for the hospitality and offered his willingness to collaborate on future projects. ●

South-Eastern Europe Defence Ministerial Deputy Chiefs of Defence Meeting



RACVIAC Director, Major General (ret.) Jeronim Bazo, participated in the DCHODs Meeting held under the chairmanship of Albania and hosted by Croatia, on 10 June 2021, via Videoconference, with the aim to foster constructive regional political-military cooperation in South Eastern Europe (SEE) and in order to further enhance peace, stability, trust, prosperity and security in the region.

DCHODs in their Joint Statement stated: “We appreciate the RACVIAC – Centre for Security Cooperation as a unique international organization – a project owned by the region and working for the region - which has made an outstanding contribution to enhancing permanent and sincere security cooperation among the SEE countries and to reaching long-lasting peace and prosperity.”

The Chair of SEDM Secretariat, H.E. Mr Petro Koçi, presented the activities carried out during the two years of the Albanian Chairmanship. Regarding the capacity building, BG Jurković mentioned RACVIAC - Centre for

Security Cooperation, as a regionally owned organization that the majority of the attendees' countries were members of. He continued that the Centre had just marked its 20 years of fostering dialogue and cooperation on security matters through partnership between the countries of the region and their international partners, highlighting that the part of its mission was to support European and Euro-Atlantic integration in South East Europe. BG Jurković concluded by congratulating RACVIAC on its major anniversary. ●

Visit of the representatives of the Institut Ivo Pilar

At the invitation of the Deputy Director, MG Slaven Zdilar, it was a great pleasure to receive a visit of the representatives of the Institute Ivo Pilar on 25th March 2021. Possible areas for future cooperation in the field of Social Sciences were discussed and the work of RACVIAC-Centre for Security Cooperation was presented to them.

Representatives of RACVIAC-Centre for Security Cooperation returned visit to the Institute Ivo Pilar on May 28th 2021. The subject of the meeting was defining areas of possible future cooperation on topics of common interest. It is suggested that one of the proposed activities in the RACVIAC Programme 2022-2023 could be „Migrations and security in the SEE region“, which has been released into our regular procedure for approving activities by all member states. The purpose of this possible activity would be to examine connections between regular and irregular migrations and their influence on security of the SEE countries and to provide examples of good practices which could be used for



developing future sustainable solutions.

We wish to thank the staff of the Institute for their hospitality and constructive cooperation. ●



Meeting in the Croatian MoD regarding the cooperation of state bodies and RACVIAC



On May 25th 2021 the meeting in the Ministry of Defence regarding the cooperation of state bodies and RACVIAC - Centre for Security Cooperation was held. On behalf of the Ministry of Defence the meeting was attended by State Secretary Zdravko Jakop. Furthermore, Ms Dunja Bujan, Director of the Defence Policy Directorate and Ms Ivana Barbara Blažević, Head of the Service for Multilateral Affairs and International Security were present at the meeting. RACVIAC was represented by the Deputy Director MG Slaven Zdilar. The meeting was also attended by representatives of the Croatian Armed Forces, the Ministry of the Interior, the Ministry of the Sea, Transport and Infrastructure, the Ministry of Economy and Sustainable Development and the Ministry of Science and Education.

The purpose of the meeting was to raise inter-agency cooperation to a higher level with the aim of improving the visibility of RACVIAC-Centre for Security Cooperation.

MG Slaven Zdilar briefly presented the mission and vision of RACVIAC and asked for the support of the representatives of respective ministries in further development of RACVIAC and its programme i.e. activities. Following MG Zdilar's introduction, RACVIAC's Public

Relations Officer gave a presentation that outlined the history, structure, areas of interest and the seconding model of RACVIAC staff.

Mr Želimir Kramarić emphasized that the Ministry of Science and Education was ready to provide full support to RACVIAC in its area of competence and commented particularly on the potential cooperation with the European Space Agency, of which the Republic of Croatia has been an associate member since 2018. In addition, Mr Kramarić also offered support in the form of facilitating communication with the academic and scientific community.

State Secretary Josip Bilaver, the Ministry of the Sea, Transport and Infrastructure, presented the project "European Corridor Network" which is planned to be expanded into SE Europe as well as another project related to the development of broadband Internet that could be part of RACVIAC's programme related to "CyberSecurity". Also, he stressed the importance of maritime security and the competencies of the MSTI with regard to the protection of sea borders.

Following on Mr Bilaver's presentation, State Secretary Milatić, the Ministry of Economy and Sustainable Development, presented the possibility of connecting the "European Corridor Network" with the development of energy corridors in SE Europe. He offered cooperation with the Energy Institute "Hrvoje Požar" as well as state-owned companies PLINACRO Inc. and LNG Hrvatska Inc.

Mr Bilaver supported the aforementioned initiative and pointed out the possibility of joint cooperation between the two ministries and RACVIAC regarding the topic of transport corridors and energy.

At the beginning of her presentation, State Secretary Irena Petrijević, the Ministry of the Interior,

praised the existing cooperation between the Ministry of the Interior and RACVIAC on various activities and projects and offered cooperation in the fields of artificial intelligence and cyber security, which she believes will continue being very attractive topics for a long time.

At the end of the meeting, it was concluded that it had been very productive and useful for all parties and that individual working meetings were required with representatives of the Agencies present at the meeting in order to define opportunities for concrete cooperation on individual projects and the persons in charge of their implementation. ●

Visit to University of Split, Department for Forensic Sciences



On 24 June the meeting of RACVIAC delegation with the representatives of the University of Split, Department for Forensic Sciences was held. It has started with a short introduction of attendees after which Mrs Zrinka Smeh Martinović, SSG Pillar Activity Manager, presented the RACVIAC's history, area of interest, membership and cooperation with international partners. The representatives of Department for Forensic Sciences provided a short overview of their work and areas of interests. They also expressed their interest in RACVIAC Programme and intention to engage in RACVIAC activities. RACVIAC Deputy Director, MG Slaven Zdilar pointed out

that the cooperation between RACVIAC and the University could be beneficial for RACVIAC members, especially in the areas such as forensics, which have not been traditionally present in the RACVIAC programme. He also offered the opportunity for the University's students to conduct internship in RACVIAC.

The meeting with the Department for Forensic Sciences was productive and contributed to RACVIAC's visibility. It provided an opportunity for RACVIAC representatives to present the mission, role and vision of RACVIAC. During the meeting both parties determined issues of common interests and expressed the readiness to continue working on identifying and conducting joint activities. ●



C-WMD Phase 2 – Dual Use and Emerging Technologies Project

25 February 2021

The Workshop was organized as a joint project of the Republic of Croatia, Montenegro and Kosovo* and was focused on Raising Awareness of the integrity of academic research involving dual-use items with wider aim to combat contemporary WMD challenges. All the participants outside of Zagreb, Croatia, followed the Workshop online, due to the travel restrictions and coronavirus social distancing measures.

The “C-WMD Phase 2 – Dual use and Emerging Technologies Project” was conducted by RACVIAC – Centre for Security Cooperation as a hybrid Workshop on 25th February 2021 at the Faculty of Electrical Engineering and Computing in Zagreb as an outreach programme.

Opening the Workshop, MG (ret.) Jeronim Bazo, RACVIAC Director, took the opportunity to express his appreciation for FER contribution in organizing this one-day Workshop focused on Raising Awareness of the integrity of academic research involving dual-use items. He also emphasized the importance of Outreach programs aimed at safeguarding the integrity of any dual-use research within academia and



underlined that “over the past five years we have run fourteen workshops and conferences, amassing the expertise of over 150 experts working in the C-WMD field. As it stands, the network is currently in Phase 2 which, consists of four regional projects focused on different areas of concern within the area of counterproliferation. The long-term aim of this phase is to establish a functioning platform for enhanced regional cooperation within the field, and ultimately a self-governing multinational regional forum focused on contemporary and emerging WMD challenges”.

Professor Nikola Mišković, Vice Dean for Research, Faculty of Electrical Engineering and Computing, expressed his satisfaction with the fact that the Faculty hosted this activity and also his expectations for further cooperation with RACVIAC – Centre for Security Cooperation on similar projects. Prof Mišković emphasized the importance of



Professor Nikola Mišković, Vice Dean for Research, Faculty of Electrical Engineering and Computing

familiarizing the academic community with EU legislation in accordance with regimes related to Dual-Use items.

The list of lecturers included representatives of the Ministry of Foreign and European Affairs of the Republic of Croatia, Department of Chancellery and Foreign Affairs from Flanders (Belgium), European Commission, the Ruđer Bošković Institute in Zagreb and other experts in the Workshop topic related field as well as lecturers from the private sector. At the end of the Workshop, representatives of Kosovo* and Montenegro presented national achievements in the field of Dual-Use.

* This Designation is without prejudice to positions on status and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

According to global processes and technological advances, it is necessary for research organisations to have strong incentives to innovate and collaborate internationally as a basis for advancing the research. However, among many genuine and transparent collaborations that aim to develop meaningful scientific and technological advancement, there are offers of collaboration, invitations and informal exchanges with

It gathered more than 40 representatives from 11 countries and representatives of the European Union Commission.

covert motives; for instance, seeking access to research involving dual-use items for other malicious purposes and possibly associated with the proliferation of WMD. The main objectives of this activity were to present Overview of Proliferation and Dual use Technology and to analyse threats and risks related to the protection of academia research.



The Workshop accomplished all of the projected aims and objectives. Intention to bring together academia and non-academia research community to identify, manage and mitigate risks associated with dual-use export controls and to facilitate compliance with the relevant EU and international and national laws and regulations was achieved. ●

Chemical Weapons Convention Workshop

26 February 2021

Workshops focusing on the provisions of the Chemical Weapons Convention (CWC) have been organized annually since 2004 thanks to RACVIAC cooperation with the Organization for the Prohibition of Chemical Weapons (OPCW). The 2021 Workshop was a continuation of fruitful cooperation between RACVIAC and the OPCW in promoting the implementation of the CWC in South East Europe (SEE), which directly helps enhance regional stability, transparency and trust.

The online workshop “Chemical Weapons Convention (CWC) Workshop” was held in RACVIAC-Centre for Security Cooperation on 26 February 2021. It was opened with a brief welcome address given by RACVIAC Director MG (ret.) Jeronim Bazo, who said that Chemical Weapons



Convention Workshop was one of RACVIAC's most important annual activities and that RACVIAC was delighted to host this Workshop for the eighteenth time so far and for the first time online. After MG (ret.) Bazo delivered his introductory speech, he welcomed and greeted Mr Li Zhao, Head of OPCW's International Cooperation Branch as well as other excellent presenters from the OPCW: Dr Rohan Perera, (Senior Programme Officer, International Cooperation Branch) and Mr Vaclovas Semaskevicius (Programme Officer, IPB) whose invaluable contribution and cooperation were appreciated very much.

On behalf of the OPCW, Head of the International Cooperation Branch, Mr Li Zhao, stated: “The OPCW

continues to promote chemical safety and security, important for the peaceful application of chemistry, among



Mr Li Zhao, Head of OPCW's ICB

its Member States. Workshops like this are effective fora for exchanging best practices – which can lead to more effective regional networks, and concrete improvements to safety and security at the national level.”

In his welcome address, Mr Rohan Perera, PhD, Senior Programme Officer (International Cooperation Branch, International Cooperation and Assistance Division, OPCW), pointed out how important it was to promote the goals of disarmament, non-proliferation as well as those of peaceful uses of chemicals and full implementation of the Convention.

The Welcome Addresses were followed by the presentation of Mr Vaclovas Semaskevicius, Programme Officer, IPB, OPCW, titled “CWC implementation: Future Programme and activities”, providing an updated overview of the CWC with particular emphasis on the most recent developments as well as on the major achievements and challenges. Mr Semaskevicius introduced the four pillars of the CWC (Disarmament; Non-proliferation; Assistance & Protection and International Cooperation) as well as the main programmes, training and capacity-building activities.



Mr Rohan Perera, PhD, Senior Programme Officer

This introductory presentation was followed by that of Dr Rohan Perera, “Basics of Dual Use Chemicals and Peaceful Applications”. Dr Perera provided an overview on dual use substances and introduced the most essential issues related to chemical security. In the course of his

presentation, he devoted a special attention to Article XI and addressed issues like: what is meant by the peaceful uses of chemistry; how easy it is to divert chemicals; what chemicals can be diverted, how to prevent misuse.

In his presentation titled “Peaceful Applications of High Risk Chemicals”, he focused on chemical safety management issues. Within that scope he particularly concentrated on supply chain security as well as chemical plant security. He concluded that supply chain security played a critical role in the prevention of the misuse of highly toxic chemicals and therefore national policies should be created and carried out focusing on the promotion of chemical safety and security best practices in the supply chain.

Dr Perera concluded his series of presentations by introducing the main ideas regarding Chemical Plant Safety and Security Audits including the key steps in chemical audit as well as audit principles. He pointed out how important it was to base audits on scenarios in addition to the more traditional PSM (Process Safety Management) approach.

Chemical safety and security is an essential first step to prevent accidental or intentional misuse of these materials. This year the main focus is put on the issue of "Chemical Security Audit for Dual Use Chemicals".

The purpose was to discuss relevant issues related to the CWC and provide a broad overview of the Convention and its implementation procedures with a specific focus on chemical safety and security. Some of the specific Workshop objectives were to inform the participants about the particularities of dual-use chemicals, to be able to understand the chemical threat, threat analysis, chemical safety and security in general and regarding dual-use chemicals in particular, to get familiar with chemical security audit and to gain an understanding of how to better achieve chemical safety and security through implementation thereof.

It is essential to have a complex picture about the issues, the players – multiple agencies, military and civilian – as well as the most burning issues which may affect the present and the future of the CWC/OPCW. There are numerous challenges to be faced in terms of the implementation of the CWC and the prevention of the intentional misuse of chemicals.

The workshop was attended by 31 participants from 12 different countries and organisations and it was evaluated as highly interesting, professionally valuable and well organized. ●

Human Resource Management - Change Management Workshop

16-17 March 2021

The 2-day virtual Workshop was focused on clarifying inevitable nature of change processes and on what can be done to better enable changes and deal with them. In order to understand the change reactions and how to manage them, the workshop looked into the importance of Emotional Intelligence and into communication as a critical skill to manage and drive changes.

The “Human Resources Management – Change Management” online workshop was conducted on 16 and 17 March 2021 in cooperation with the Human Resources Development Consulting Company “FLAME Consulting d.o.o.”, via the online platform “Cisco WebEx”.



The workshop was opened by the welcome address of RACVIAC Director, MG (ret.) Jeronim Bazo, who emphasized: *“We are permanently going through changes in our organizations and institutions as well as our personal lives, and we have to be ready to adapt to them. Sometimes the changes are disruptive, such as those imposed by COVID – 19 pandemic and organizations have to respond to them by drastic adjustments. Some other changes are*

happening on a regular basis – such as restructuring and reorganization, introducing new rules, regulations and business processes. Regardless of their scope, we should be aware that changes are inevitable and very often needed, but also demanding.”



During the opening speech, the RACVIAC Director MG (ret.) Jeronim Bazo also expressed his appreciation to RACVIAC's partner in this activity, Ms Kristina Prišeker, Director of FLAME Consulting Company, who conducted this online workshop intended for human resources professionals, middle and senior level managers and those who will assume managerial or executive tasks in their future careers. He also thanked all the participants of this event.

The workshop covered topics of key importance:

- Change frameworks
- Designing change (cognitive side of change)
- Reactions to change (emotional side of change)
- Attitudes and behaviours in change (behavioural side of change)
- Managing through change

The lecturer, Ms Kristina Prišeker, emphasized that it was necessary for organizations to understand change, promote change, deal with change and respect the change. She underlined that stakeholders should be aware of their own emotions related to change, they needed to manage their own emotions, show empathy for what people are going through and help people deal with their emotions.

How to deal with reactions to change is of key importance for the success. The participants were introduced to reactions to change (denial, rejection, defence, projection, tone down, rationalise, minimise, frustration, reacting, acceptance of new reality, confusion, acting, finding way forward, adaptation, making it work, towards new stability, harvesting) and 4 attitudes (denial, resistance, testing and commitment).

It was pointed out that continuous communication had tremendous impact on change process. Regardless of how small or insignificant the change may seem, it is necessary to communicate clearly and often to prevent „gossip” and negative climate and to keep motivation on a high level. The main goal of communication in change is to soften and remove resistance.

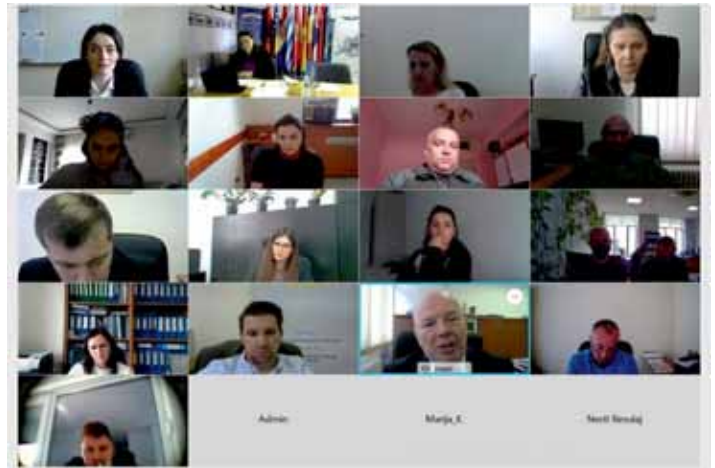
In conclusion, it was underlined that changes could be faster and much more successful if we take into consideration the human side of them - we need to manage the change on cognitive, emotional and behaviour level.

Tools can help us prepare and manage our actions before, during and after the change project.

The objectives of the workshop were to familiarize leaders with key things to keep in mind when changes are happening in their environment, to build leadership skills in dealing with human motivation and behaviour during the process of change – regardless of whether the leader is the

Regardless of how small or insignificant the change may seem, it is necessary to communicate clearly and often to prevent „gossip” and negative climate and to keep motivation on a high level.

initiator of the change or the change has a wider scope and is maybe “pushed” by someone else. The objective was also to provide useful and practical framework for understanding the role of the leader in the change process as well as tools to design and manage change processes. The first training day was focused on introduction and understanding of key concepts and tools, using presentations, videos, case studies, participatory approach and interactive group activities to support learning. Emphasis was put on understanding the nature of change and introduction of tools for designing change process. On the second day, the interactive approach and presentation were used to introduce ways of leading the



team through the change process and supporting behaviour change in order to make new ways of working sustainable.

Wrap-up

Changes can be faster and much more successful if we take into consideration the human side of them - we need to manage the change on cognitive, emotional and behaviour level.

Tools can help us prepare and manage our actions before, during and after the change project.

Communication is the key!

This online event was attended by 24 participants, coming from Albania, Bosnia and Herzegovina, Croatia, Kosovo*, Montenegro, North Macedonia, Slovenia, Turkey and RACVIAC. Most of the participants agreed that the workshop was applicable in almost all aspects of life, not only in human resources management. ●



**REGIONAL
ANTI-CORRUPTION
INITIATIVE**

* This Designation is without prejudice to positions on status and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

RACVIAC Occasional Paper: "Change Management"

written by Kristina Prišeker



Ms Kristina Prišeker, FLAME Consulting d.o.o.

*Change Management comprises the process, the tools and techniques needed to manage the human side of change processes, achieve the required outcomes and realize the change effectively within the individual change agent, the inner team, and the wider system. (Holger Nauheimer, *The Change Management Toolkit*, 2005).*

We always say that change is inevitable. Changes happen all the time, whether we like it or not, so why do we need to manage them? We have seen with the recent COVID situation that organizations of different shapes and sizes adapted to the new ways of working. And we have seen it so many times in the past – when a crisis hits, we respond, we recover, and sometimes we even thrive. However, some organizations struggle in that process and the truth is that we should not wait for crisis to hit. We should strive to change things in order to avoid crises that can be avoided. We need to innovate, we need to transform, and we need to develop, regardless of the size or nature of our organization. And while many people understand that change is necessary, only some people also decide to drive changes, and in the end, not all change initiatives are successful. Looking at two broad categories of changes, incremental and transformational, incremental change is usually easier to implement, since it is often based on current state and aims to improve existing ways of working. Transformational change, on the other hand, is more difficult to implement, and around 70% of organizational changes fail (Kotter, 1995, McKinsey, 2008). It is more challenging when the change is transformational because it is designed on the basis of a future state and involves a fundamentally new way of doing things. And it is not always easy to paint the picture of that future state to people. And then resistance comes into play. We are asked to leave our comfort zone to embark on a journey that is demanding, often difficult and full of uncertainties and to work towards a destination that we maybe do not see very clearly. Common denominator found over and over again to achieve success (or failure) in change initiatives is people. That is why experts have been working on developing processes and tools to help organizations drive and implement changes. Today we have so many valuable and tried out resources in that area.

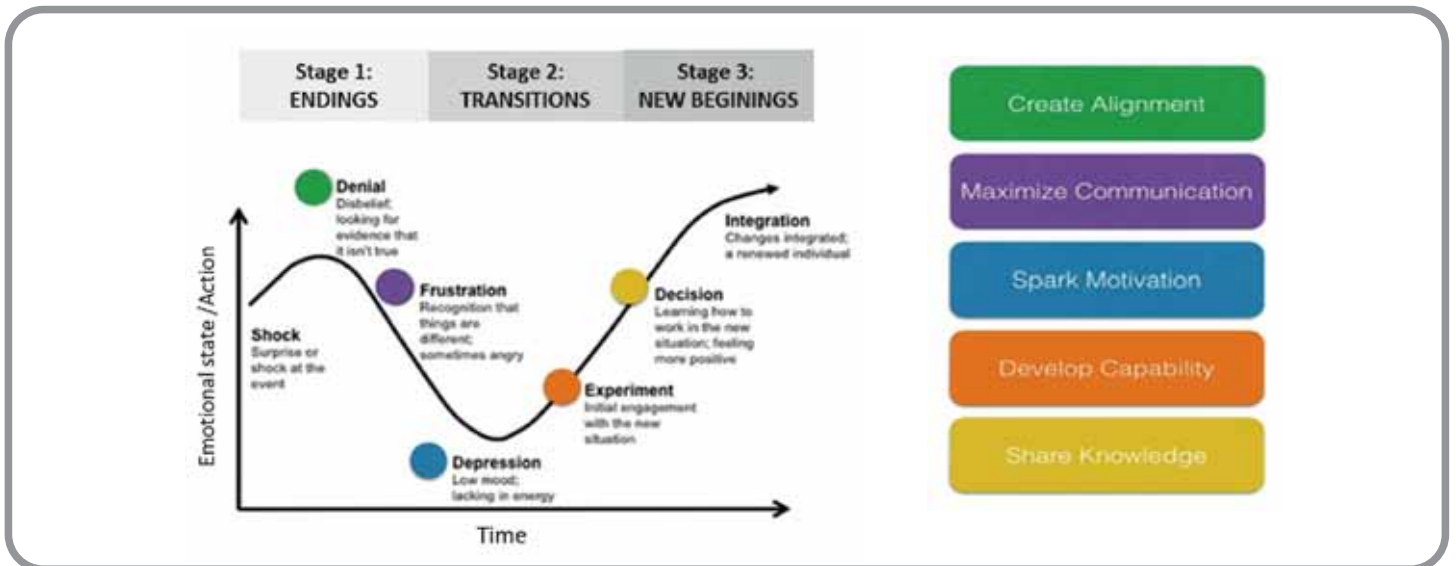
One of the very famous change models is John Kotter's 8-Step change model, which is very useful in walking us through necessary steps in the process. Of course, there are other models that can be just as useful. Kotter model relies more on the top-down approach to driving changes in the organization.

- | | |
|---|----------------------------|
| 1. Create a sense of urgency | 5. Empower others to act |
| 2. Pull together the guiding team | 6. Produce Short-Term Wins |
| 3. Develop the change vision and strategy | 7. Don't let up |
| 4. Communicate for understanding and buy-in | 8. Create a new culture |

Project management tools help us execute the needed tasks in the change initiative, while various change management models, processes and tools help us lead people through the change.

With time we face the fact that change is inevitable and that it is real, but we still don't know how to go about it, how to implement it, and we might still lack clarity about the future state. We get frustrated, sometimes angry and even depressed.

Just one of the many great insights of this model is the emphasis on creating a sense of urgency. It is true that people need to see a compelling reason for change to get on board. That is why we change and adapt in crisis – the urgency is very clear in crisis. Kotter provides a simple and clear overview of steps that an organization needs to take in order to successfully implement changes – from creating awareness about the need for change, all the way to making sure that it becomes embedded in the culture of the organization. Some other models, like Kübler-Ross Change Curve or Transition model by William Bridges, give an additional insight and are very helpful for guiding and supporting individuals through periods of change.



This picture shows stages of change as a combination of the Kübler-Ross Change Curve and Bridges Transitions model. It has been adapted for this article to show how these models both provide valuable and similar insights into human reactions to change.

The starting point of these models is that when a change is initiated, we lose and must let go of something we feel comfortable with. This will often lead to low morale and consequently to resistance. Resistance is a natural human reaction – we want to protect ourselves from pain and discomfort.

However, at some point, we will start moving towards the new reality, first experimenting, but then also deciding and really engaging in making change happen. It is important to know that we will differ individually in relation to how we move through the stages. That means that we need to meet people where they are if we want to lead them through the change. While some change leadership actions can be applied to groups, leaders must also make an effort to support individuals in their change journey. At the beginning we will need to provide clarity, then support and motivate people by showing empathy and what's in it for them, and finally build capabilities and knowledge to fully implement and sustain the change.

Whatever model we decide to use (and there are many more good ones that aren't mentioned here), we should always consider the following – for people to change their behaviour they need to know WHY, WHAT and HOW. The motivation and understanding of WHY we need to change can be developed through involvement, communication, and influence from others who are involved. Knowledge of WHAT is changing can be created through communication of the case for change, the vision. Skills and understanding of HOW to change is obtained through communication, training and coaching. Changes, no matter how needed or even desired, are difficult. That is why we need to use tools that can help us and people around us go through them. And for that we need to be aware that change initiatives need to take a human approach. ●

C-WMD Network Phase Two Online Symposium - Projects kick-off

30 March - 1 April 2021

This three day activity had focus on facilitated discussion and case study tutorial on four C-WMD projects: Risk Atlas, Dual Use and Emerging Technologies, Trend Analysis and Bio Security project.

The “C-WMD Phase 2 – Online Symposium” was conducted by RACVIAC – Centre for Security Cooperation as an online Workshop from 30th March to 1st April 2021 via Microsoft Teams platform at the RACVIAC. The main objectives of this activity were to discuss development of four C-WMD Phase 2 Projects, exercise regional cooperation through the RACVIAC C-WMD portal, peer review progress in the development of C-WMD national strategies and support the execution of national table top exercises.



Opening the Workshop, MG (ret.) Jeronim Bazo, RACVIAC Director, underlined: “This Symposium is the second activity to take place in 2021 within the C-WMD Network, with the aim of providing plenary presentations and case-study sessions on Phase 2 C-WMD projects. This remains a



crucial time for dialogue and collaboration within the region, and I am confident - especially judging from the initial participation numbers today - that we can make significant developments despite the global challenge we continue to face. Over the past five years we have run fifteen (15) workshops and conferences, amassing the expertise of over 150 experts working in the C-WMD field. As it stands, the network is currently in Phase 2: Strategic Context which consists of four (4) regional projects focused on different areas of concern within the area of counterproliferation. The long-term aim of this phase is to establish a functioning platform for enhanced regional cooperation within the field, and ultimately a self-governing multinational regional forum focused on contemporary and emerging WMD challenges. Lastly, on behalf of RACVIAC, I wish to thank all participants in advance for investing your time in this Online Symposium over the next few days. Your active participation and contributions are greatly appreciated. I wish all participants a very fruitful and productive Symposium and I look forward to the future successes of this Network and its regional projects”, concluded Director Bazo.

Over the past five years we have run fifteen (15) workshops and conferences, amassing the expertise of over 150 experts working in the C-WMD field. As it stands, the network is currently in Phase 2: Strategic Context which consists of four (4) regional projects focused on different areas of concern within the area of counterproliferation.



Dr Neal Woollen, National Strategic Research Institute, University of Nebraska

The first day of the activity was focused on Bio Security project. The opening presentation was given by Dr Neal Woollen on the topic of “Plenary presentation and discussion on latest trends in biological risks and security”; it was followed by 3 breakout groups which discussed a series of Case studies on Insider Threats, Intangible Technology Transfer and Bio Safety and Laboratory Security. The second day of the activity was focused on Dual Use and Emerging Technologies. It started with Mr Andrew Dolan's presentation on “Dual Use Technology Developments”, followed by 3 breakout groups discussing Dual Use and Emergent Technology Trends, Case study on



Logistic Supply Chains and Case study on Proliferation Concealment Techniques. Day three was focused on Risk Analysis and it started with Dr Pratap Sadasivan presentation on “Nuclear Security Risk Assessment” after which the work in 3 breakout groups followed, covering the topics of Assessing Information & Interpretation of Risk Indicators and Prioritizing Risk Factors. All of the topics and discussions during this three day event were inevitably intertwined with the fourth project: Trends Analysis. Each day of activity finished with Mr Andrew Dolan's wrap up.

Activity community comprised representatives from ministries of defence, foreign affairs, trade, interior and energy, as well as representatives from agencies, customs and civil institutions. All the participants followed the

activity online, due to the travel restrictions and coronavirus social distancing measures.

Mr Josip Mandić, the leader of the C-WMD Network at RACVIAC - Centre for Security Cooperation reemphasized the importance of enhanced regional cooperation in the fields of contemporary WMD proliferation challenges which will be realized through the four launched CWMD



Mr Josip Mandić, Programme Leader of CWMD Network, RACVIAC

projects. For the successful accomplishment of this goal we established dedicated CWMD web portal which will support and facilitate communication and information sharing within the CWMD Network. At the very end, Mr

This Activity gathered more than 50 representatives from 14 countries.

Mandić thanked the participants, as well as the presenters and the facilitators for thought-provoking statements and their activity in general. ●



Strengthening Integrity in Security Sector - Regional Workshop

5-6 May 2021

The “Strengthening Integrity in the Security Sector” Regional Workshop was conducted jointly by RACVIAC - Centre for Security Cooperation and Regional Anti-Corruption Initiative (RAI) on 5th and 6th May 2021, via the online platform “Cisco WebEx”.



MG (ret.) Jeronim Bazo, RACVIAC Director

Ms Aneta Arnaudovska, Acting Head of RAI Secretariat. Director Bazo stressed: *“Being aware of the fact that integrity and fight against corruption in the defence and security areas present one of the common challenges in the region, and considering that this specific topic needs to be treated multi-disciplinary, RACVIAC and the Regional Anti-Corruption Initiative have been implementing joint activities since 2014.”*

Ms Arnaudovska pointed out that RAI would continue to enhance the regional cooperation in the narrow thematic fields, where an outstanding expertise had been



The purpose of this workshop was to incorporate the anti-corruption approaches into the security sector and to increase the capacity of relevant entities for developing effective corruption prevention and integrity mechanisms.

The event gathered more than 45 national mid-level experts from ministries of defence, the interior and justice - internal control units and professional standards units as well as anti-corruption agencies and other relevant national institutions from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo*, Georgia, Montenegro, North Macedonia, Moldova, Poland and Slovenia.

The Workshop was opened with a Welcome address by RACVIAC Director Major General (ret.) Jeronim Bazo and



Ms Aneta Arnaudovska, Acting Head of RAI Secretariat

developed. She also stressed that with new coordination tools and mechanisms cooperation would reinforce the existing and build new partnerships, including youth, activists, social media, private sector and academia in a broad anti-corruption knowledge platform and it would raise public awareness on the anti-corruption incentives.

The first day of the workshop moderated by LTC Dimitrios Biris, Programme Manager in the RACVIAC Security Sector Governance Pillar, started with the session dedicated to Integrity in the Defence Sector (individual and institutional) and presentations delivered by Ms Nataša Novaković, President of the Commission for the Resolution of Conflict of Interest of the Republic of Croatia and Mr Jovan Nicić, Anti-Corruption Expert from Prospector, Belgrade.

Ms Novaković presented the structure of the Commission, its competences and the cooperation with the security



Ms Nataša Novaković, President of the Commission for the Resolution of Conflict of Interest of the Republic of Croatia

sector. After that, she presented more concrete cases against current and former Presidents of Croatia. For the current President and his trip to Albania by military transport helicopter, though it was not clear if the trip was private or official, all supporting documents were granted, while for the former President it was not revealed whether she had had dinner with persons who, at that time, were under police investigation, due to the security reasons even though it happened two years ago. One of the main tools at Commission's disposal for preventing conflict of interest and detecting unjustified assets is Declaration of Assets which all public officials (4000 persons in Croatia) are legally bound to submit. In the period 2019/2020, out of 190 initiated proceedings, 10 cases were connected to staff from the Security Sector, namely, Ministries of Defence and the Interior. In that regard, she emphasized the big problem of unclosed cases because of the lack of supporting documents. Ms Novaković concluded that the main challenges the Commission was facing were related to the political will (declaratory vs. real), limitations of the current legal framework, political pressure from key national stakeholders and lack of human or financial resources.

Mr Nicić focused his presentation on the Corruption Risk

Assessment (CRA) as a prevention tool for identification of corruption risks and risk factors with the purpose of developing and implementing measures for mitigation or elimination of those risks and factors. Most common are three different approaches to CRA: Integrity Plan (represents a type of institutional corruption risk assessment and focuses on specific processes in public institutions; a self-assessment tool for verifying integrity of individual public sector institution), Sectoral CRA (focuses more on systemic characteristics and the position of a certain sector (e.g. police, defence, and judiciary) and Targeted CRA (ad hoc CRA). Implementation of CRA in the security sector should be based on identification of all risk factors (such as bribery, abuse of official authority, influence peddling, awarding of non-competitive contracts, misuse of budget, use of resources to generate off-budget profits) which could affect manifestation of the risks.



Mr Jovan Nicić, Anti-Corruption Expert from Prospector, Belgrade

The transparency in the procurement process is very important and according to Mr Nicić, during the period 2013-2017 in Serbia, the Republic Commission for Protection of Rights in Public Procurement Procedures cancelled 48 public procurements for the Ministry of the Interior. Furthermore, in that period more than 55% of tenders announced by Mol had only one registered bidder which is significantly lower than in other institutions.

Recommendations for the future, based on the previous experience, are that the combined package of strategies and tools that will include one or more CRA approaches is the most effective in dealing with corruption.

The second session of the first day was dedicated to NATO Building Integrity and the impact of corruption on peace and security and the importance of promoting integrity and accountability, presented by Dr Nadja Milanova a Building Integrity Officer from NATO HQ. NATO BI was established in 2007 and has undergone four phases of development. In the second phase, from 2011 to 2014, NATO started to cooperate very closely with the South-East Europe Defence Ministerial (SEDM) which approved a



Dr Nadja Milanova, Building Integrity Officer from NATO HQ

Building Integrity project that served as a basis for NATO Building Integrity to launch a tailored program on BI for SEE. These two projects have been closely linked and resulted in a lot of expertise and experiences on both sides, NATO and SEE.

Apart from having a huge economic effect, corruption has a negative and long term impact on security sector too, especially on defence capabilities development and operational effectiveness as well as on the reputation of the armed forces and the police. Therefore, NATO understands corruption as a security risk and good governance as a mechanism to increase and strengthen institutional resilience.

With regard to its implementation, NATO has a very strong strategic framework of documents: North Atlantic Treaty (Article 2), NATO Partnership Action Plan on Defence Institution Building (2004), NATO Building Integrity Policy (Warsaw Summit 2016), BI Action Plan (2016 and 2021) and NATO Concept for BI in Operations (2021). The main tool NATO uses in the field of fighting corruption is BI Self-Assessment and Peer Review Process that is open to Allies and all partners.

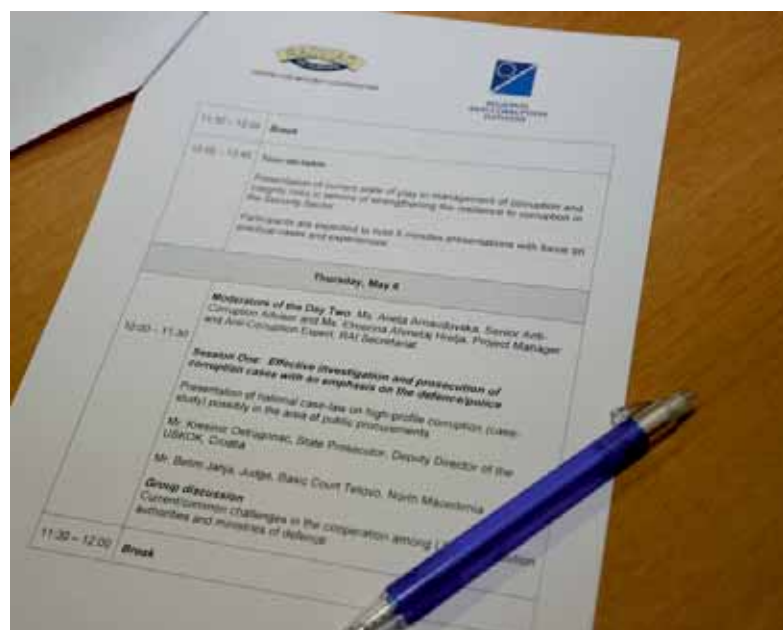
Dr Milanova concluded that it was taking a long time to fight corruption, as it was a constant process to strengthen integrity at the institutional level but also a constant process and you should have the right people at the right place and be certain that they were aware of the impact of corruption on their institution and their country as a whole.

The first day finished with tour-de-table session during which representatives from Bosnia and Herzegovina, Croatia, Montenegro, North Macedonia, Moldova, Poland and Slovenia presented current state of play in management of corruption and integrity risks in service of strengthening the resilience to corruption in the Security Sector.

The second day was moderated by Ms Aneta Arnaudovska, Senior Anti-Corruption Adviser and Ms Elmerina Ahmetaj Hrelja, Project Manager and Anti-Corruption Expert from RAI Secretariat.

The first session of the second day was dedicated to effective investigation and prosecution of corruption cases with an emphasis on the defence/police with presentations of national case study on high-profile corruption in the area of public procurement delivered by Mr Krešimir Ostrogonac, Deputy Director of the USKOK, Croatia and Mr Betim Jahja, Judge from Basic Court Tetovo, North Macedonia.

As a national case-study Mr Ostrogonac presented corruption in the public procurement procedure for the overhaul of fighter jets carried out for the needs of the Ministry of Defence of the Republic of Croatia. The general overhaul of the fighter jets was supposed to be performed during 2014 and 2015 within one of the interested institutes for overhaul, either in Romania or Ukraine. The



procedure started in 2010 when Ministry of Defence formed an expert team for issuing permission to perform overhaul and a special commission for analysing necessary technical capabilities for the overhaul. The head



Mr Betim Jahja, Judge from Basic Court Tetovo, North Macedonia

of Sector for Air Military Transport, as a person responsible for issuing mentioned permission, required from both Romanian and Ukrainian representatives a bribe to give positive opinion and an advantage in the process of choosing the best option for general overhaul, regardless of the actual technical capabilities.

During the procurement process numerous expert papers gave technical advantage to Ukrainian overhaul institute, which in the end offered lower price for the general overhaul and subsequently signed the contract with Ministry of Defence. The overhaul was performed in Ukraine and the fighter jets were delivered to Croatia by the end of 2015.

In 2016 a Croatian representative of the Romanian overhaul institute denounced the Head of Sector for Air Military Transport for demanding 50,000.00 EUR bribe during the procurement process.

After a thorough investigation, at the end of 2016 USKOK filed an indictment at the Zagreb County Court against the Head of Sector, as well as against the Croatian representative of the Ukrainian overhaul institute. In 2019, both defendants were declared guilty and sentenced to prison terms. As the appeal process is still ongoing, the decision of the Supreme Court is pending.

Mr Jahja presented two high profile cases “Tank” and “Three hundred” of North Macedonia.

“Tank” case refers to abuse of official position and authority by the former Prime Minister Nikola Gruevski during the process of acquiring a luxury vehicle, an armoured Mercedes. In the second case “Three hundred”,

former high official from Ministry of the Interior, Gojko Popovski was again involved. Both cases from North Macedonia show that no one is above the law and that fight against corruption is impossible without independent judiciary system. Exceptionally for these cases, the court allowed unlawfully intercepted communications-recordings as evidence taking that the public interest outweigh the defendants' right to privacy.

The second and the last session of the workshop was dedicated to the whistle-blower protection in practice with presentation delivered by Mr Stephen Kohn, Chairman of the Board of Directors, National Whistle-blower Center from USA.

The first ever whistle-blower law that is still in place today and works was established for the defence sector. It was passed during the US Civil war by the Union side when their ability to fight was undermined by corruption in defence contracting. It was known as the False Claims Act (FCA) and it empowered any witness, any citizen to step forward, report corruption and be rewarded for doing it. The reward was, and still is, called the "qui tam" provision, which



Mr Krešimir Ostrogonac, Deputy Director of the USKOK, Croatia

permits citizens to sue on behalf of the government for false claims and be paid a percentage of the recovery. In 1986 this law was modernized and it is now the most effective anti-corruption law in USA.

According to the statistics overview for the period 1986 to 2017 the US government has collected over 40 billion USD from whistle-blower cases under the FCA, while the rewards paid to whistle-blowers were 6.5 billion USD.

The basic framework for “qui tam” and reward laws is that the initial disclosures come from a whistle-blower to specific government agency (Department of Justice) under “seal”, meaning secretly. The emphasis is on the quality of the information, not on the whistle-blower’s employment discrimination case. The highest quality evidence of corruption is crucial. Whistle-blowers who provide original information that leads to a successful enforcement action are entitled to a mandatory reward under the modern reward laws of between 10-30% of the collected proceeds triggered by their disclosures.

Under the Foreign Corrupt Practices Act (FCPA) it is prohibited for publicly-traded corporations, both US and international, to pay bribes to foreign officials and it mandates proper financial recordkeeping. International companies traded on international stock exchanges that permit US citizen to invest through ADRs (American Depositary Receipt) are considered as US Person and the provisions from FCPA can be applied. In that way FCPA established US jurisdiction for bribes paid in foreign countries by foreign nationals to foreign government officials. FCPA whistle-blowers can obtain financial rewards even if bribes are paid in a foreign country and the whistle-blower is a foreign national.

Since these provisions came into force (the amendment of FCPA in 1998) over 4000 international tips from 120 countries have been received to report fraud and corruption, including most of the countries of SEE region.

Due the fact that this US program is so secret, one cannot find out who the whistle-blower is, which company is included and how much money was paid as a reward. Often, even the companies are not aware a whistle-blower was included.

Even some of the biggest European Defence Companies were found liable under FCPA, such as Airbus, BAE, Thales and Rolls-Royce. Effective whistle-blower is a rational economic actor often in position of authority (executives, well trusted business people who have the information).

Mr Kohn concluded with the suggestion of creating a regional/multi-national whistle-blower office focused strictly on FCPA and dealing with corruption that can be prosecuted and turned to USA. All that US Securities and Exchange Commission (SEC), Department of Justice and FBI need is an information. Such an office should publicise the rights from FCPA and FCA, have a simple procedure to come forward with the information and assist in filling US

FCPA and FCA cases. If the information received proves to be valid, the office just forwards it to the USA that deals with the investigation during which the office facilitates.

At the end Mr Kohn stressed that these whistle-blower laws work and they should be implemented in every single country or could be used as a model; however, the aim is to



Mr Stephen Kohn, Chairman of the Board of Directors, National Whistle-blower Center, USA

immediately implement a system that would target bribery in defence and security sectors of the region, particularly among all of the major defence contractors.

The second day finished with tour-de-table session during which representatives from Bosnia and Herzegovina, Croatia, Kosovo, Georgia, Montenegro, North Macedonia, Moldova and Slovenia presented the current challenges of whistle-blower protection in practice.

Integrity and accountability are the first preconditions for a fight against corruption effectively, which is a continuous process that requires political will, resolution and constant effort from all stakeholders.

Most countries of the SEE region share more or less similar challenges in fighting corruption, but they are sometimes addressed in different ways, which presents a good opportunity to learn from each other. Therefore, regional peer-to-peer experience sharing is an extreme asset that should be explored even more.

For SEE region it is also of utmost importance to strengthen its whistle-blower protection laws as well to enhance institutional capacities in order to be able to enforce those laws in line with the EU Directive on Whistle-blower Protection (2019). ●

* This Designation is without prejudice to positions on status and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

The Biological Weapons Convention (BWC) Seminar: Issues and Challenges

11 May 2021

A better understanding of the BWC can contribute to regional and global stability, transparency and trust and can make the stakeholders more prepared for tackling bio threats in the future.

the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on their Destruction is usually referred to as the Biological (Toxin) Weapons Convention (BWC/BTWC). Entering into force in 1975, it was the first multilateral disarmament treaty banning the production of an entire category of weapons. The questions of biological threat, purposely engineered or naturally occurring, as well as biological safety and security, are today more relevant than ever.

The purpose of this Seminar was to provide a broad overview of the Convention as in the run up to the 9th BWC Review Conference, it is even more essential to have a comprehensive picture about the basics of the Convention.

Session one was dedicated to an Overview of the Biological Weapons Convention (BWC) and Related Issues. The first presenter was Ambassador Tibor Tóth, Executive Secretary Emeritus of the Comprehensive Nuclear Test-Ban Treaty Organization, Preparatory Commission, who spoke about the historical overview and key issues in



Due to the significance of the topic and on request of members, RACVIAC organized a ground-breaking seminar on Biological Weapons Convention. “The Biological Weapons Convention (BWC): Issues and Challenges” Seminar took place on 11 May 2021, with over 50 participants from the region and beyond. The audience of the seminar included senior/junior military or civilian policy-makers/recommendation-makers/experts dealing with non-proliferation or BWC issues and responsible for biological safety and security issues. The Convention on

Mr Tibor Tóth, Executive Secretary Emeritus of the Comprehensive Nuclear Test-Ban Treaty Organization, Preparatory Commission

terms of BWC. Ambassador Tóth underlined that in terms of arms control issues we could not be stuck in the past/present, progress had to be made. Investment into education and training can be a key means of improving the 'state of play'.

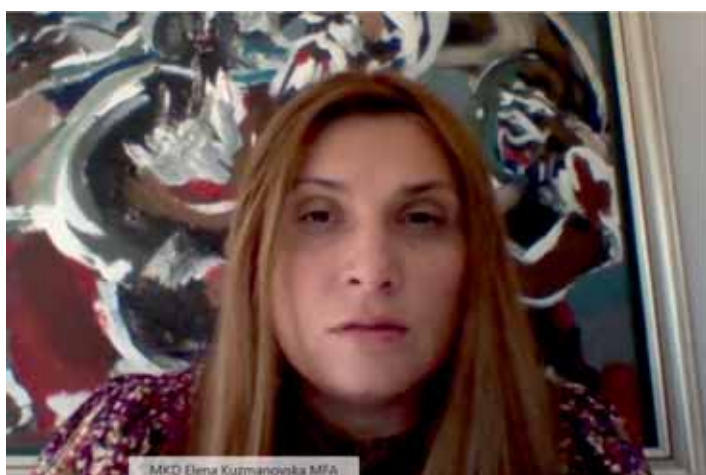
Mr Daniel Feakes, Chief of the Implementation Support Unit (ISU) of the Biological Weapons Convention within the United Nations Office for Disarmament Affairs in Geneva,



Mr Daniel Feakes, Chief of the ISU of the BWC within the UN Office for Disarmament Affairs, Geneva

provided the participants with a thorough Introduction of the BWC. Inter alia, he presented the Confidence Building Measures (CBMs) underlying that their aim and objectives are “... to prevent or reduce the occurrence of ambiguities, doubts and suspicions, and in order to improve international cooperation in the field of peaceful biological activities.”

Ambassador Elena Kuzmanovska Biondic, Chair, BWC Meeting of Experts on Assistance, Response and Preparedness presented an Overview of the Ongoing Meeting of Experts on Assistance, Response and



Ms Elena Kuzmanovska Biondic, Chair, BWC Meeting of Experts on Assistance, Response and Preparedness

Preparedness. She initiated discussion raising questions like: “What do you see as the key challenges in addressing the threat or use of biological weapons?” and “What mechanisms need to be in place to effectively provide for or request international assistance?”

Current Issues in Light of the Upcoming 9th BWC Review

Conference (RevCon) were discussed by Dr Jean Pascal Zanders, Disarmament & Security Researcher, The Trench. He emphasized that a “single treaty (i.e.: BWC) faced many challenges”, for example, enhancing transparency and confidence in compliance, reinforcing national implementation of BTWC (Biological and Toxin Weapons



Dr Jean Pascal Zanders, Disarmament & Security Researcher, The Trench

Convention) obligations, investigating and addressing allegations of BW (biological weapons) use, scientific and technological advances relevant to the BTWC, servicing the BTWC (financial contributions by states parties) etc. Core challenges for the 9th RevCon, as he presented, include: “...finding consensus on fresh common agreements and understanding and on meaningful sets of new activities with a prospect of decision.”



Dr Alexander Kelle, Senior Researcher, IFSH

The second session focused mainly on issues related to biological technology and terrorism/warfare. In his presentation on “Science and Technology (S&T) and Proposed Solutions under the BWC”, the first presenter, Dr Alexander Kelle, Senior Researcher, IFSH, outlined a few steps to be made before addressing S&T challenges under the BWC. In his view, during the preparations for the 9th

Review Conference, the BWC States Parties should clarify the scope and purpose of the S&T review mechanism, including issues like the advisory board, political guidance for mechanism, a board to determine areas of work, target audience for outputs, number of participants from



Dr Lajos Rózsa, Scientific Advisor at The Institute of Evolution, ELKH Centre for Ecological Research, HU

different political groups and, finally, institutional support and its funding in order to ensure effective and efficient functioning of the mechanism board.

The next presenter, Dr Lajos Rózsa, Scientific Advisor at The Institute of Evolution, ELKH Centre for Ecological

Research, HU, held the attention of the participants at a very high level using captivating facts concerning The Natural History of Bio-Warfare. *“Every day peoples’ intention of biological warfare is quite common. Consequently, we should be prepared and expect biological aggression to re-emerge anytime, anywhere, in most diverse forms, including bio-crimes and bio-terrorism,”* he pointed out. He was followed by Prof Roberto Mugavero (President, OSDIFE), who gave his contribution presenting the *“new tools for biological threats prevention”*.

The final presentation was delivered by Ambassador Tibor Tóth who shared his views on key issues concerning leadership in control of critical technologies.

He concluded the seminar with the optimistic message that the present special situation could act as a momentum changing competitive security to cooperative security. Ms Beata Varga, Activity Manager in the CSE Pillar, RACVIAC, closed the Seminar with words: *“I would like to extend our gratitude to all of you for participating in this event organized by RACVIAC - Centre for Security Cooperation. This was – in several years – the first BWC related event of RACVIAC but, due to the significance of the topic and to the upcoming BWC Review Conference (in 2022), most probably not the last one.”* ●

The International Dual Use Investigations (IDUI) Course

18-19 May 2021



As a follow-on to the conclusions of the last year's Course and a series of events organized by RACVIAC – Centre for Security Cooperation within the C-WMD Network and with the support of the Defense Threat Reduction Agency (DTRA) from the USA, by which conclusions cyber issues have been identified as a common modern threat to the security, on 18 – 19 May 2021 RACVIAC has organized a Cyber Security Course related “The International Dual Use Investigations (IDUI) Course”.



MG (ret.) Jeronim Bazo, RACVIAC Director

As the Director of RACVIAC, MG (ret.) Jeronim Bazo in his welcoming address said, *“The primary objective of this Course is to educate enforcement authorities about techniques to successfully pursue transnational investigations of dual-use items related to WMD material.”* He continued explaining to the participants that during those two days they would have the opportunity to develop understanding of multilateral export control regimes, specialized investigative techniques and resources used in transnational investigations. Furthermore, he stated that the participants would be able to examine selected case studies that highlighted the importance of sensitive dual-use items, enhanced their awareness of available investigative tools and allowed



LTC Ivica Budimir, Activity Manager in CTST Pillar, RACVIAC

them to recognize the value of international norms and partnerships.

General Bazo also emphasized that, in accordance with RACVIAC mission to foster dialogue and cooperation on security matters in the SEE region, the Course was seen as an excellent opportunity for further development of close

regional cooperation on WMD cyber security threats, which is the only way forward for a strong response to today's challenges to security, leading to building of trust and confidence, harmony and enhanced synergy in our region.



MG Slaven Zdilar, RACVIAC Deputy Director

The first day of the Course was reserved for the topics such as *WMD (Weapons of Mass Destruction) Fundamentals, Why Do Dual-Use Investigations Matter, Export Control Model and Best Practices, Initiating a Dual-Use Investigation and*

The Course gathered more than 40 participants from Albania, Austria, Bosnia and Herzegovina, Croatia, Kosovo, Moldova, Montenegro, Romania and Turkey.*

International Support for Investigations. The second day of the Course was focused on Case Studies such as: Asher Karni, Kaiga Investigation – Dual-Use Commodity Transshipment and Lattice Semiconductor - Financial Tracking. Other topics that were covered during the course were: Indicators of Suspicious Activity, Investigative Planning, Strategies and Techniques and Preparation for the Judicial Process. ●



* This Designation is without prejudice to positions on status and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

Workshop on “NATO European Security Challenges and their implication on SEE Region”

11 May 2021

In cooperation with the NATO School Oberammergau and the George Marshall Centre, RACVIAC organized this Workshop with a purpose of enabling open security policy and academic expert debates on emerging security challenges in the context of ongoing processes towards the European and Euro-Atlantic Integration.



MG (ret.) Jeronim Bazo, RACVIAC Director



In order to have an open and comprehensive discussion on emerging security challenges for NATO and EU in South East European region, Director of RACVIAC, MG (ret.) Jeronim Bazo opened the online workshop on “NATO EUROPEAN SECURITY CHALLENGES AND THEIR IMPLICATION ON SOUTH EAST EUROPEAN REGION” and welcomed participants from Ministries of Foreign Affairs, Ministries of the Interior, Ministries of Defence, governmental and non-governmental organizations, and members of the academic community involved in addressing the contemporary security challenges and policy development processes.

As the Director of RACVIAC, General Bazo emphasized the extreme importance and challenge of this subject matter, thanking all the participants who took part virtually in this

online meeting, wishing all of them a very fruitful and productive Workshop. The issue that gathered members was the change of the security environment in SEE region in fundamental ways. Therefore, the Workshop aimed at exploring this phenomenon, with special attention to hybrid warfare, organized crime, migration, Russia and China's influence in the Balkans and so on.

The main objectives of the Workshop were directed to address the most emerging challenges to NATO-European security cooperation; then, to discuss the implications of such challenges for the SEE region highlighting China and other countries' growing influence in SEE; and ultimately, to review the newest geopolitical shifts and resulting European and national security issues in view of the existing Euro-Atlantic integration processes in SEE region. ●



Arms Control Symposium and Dayton Agreement 25th Anniversary Celebration Event

14-15 June 2021

Dayton Agreement 25th Anniversary Celebration Event started with the opening of the photo exhibition in virtual format dedicated to the implementation of the Agreement.

The online Arms Control Symposium and Dayton Agreement 25th Anniversary Celebration Event was organized by RACVIAC - Centre for Security Cooperation in the period from 14 to 15 June 2021. On the Agenda there was the Official Session of the Sub-Regional Consultative Commission (SCC) statements of the Agreement parties' political representatives, OSCE, Contact Group and RACVIAC – Centre for Security Cooperation.



MG Jeronim Bazo said in his opening statement: *“I am very honoured to be here today and as Director of RACVIAC – Centre for Security Cooperation I wish you a happy 25th Anniversary of the signing of the Agreement on Sub-Regional Arms Control.”*(..) *“As the only organization providing training with practical part for future Sub-Regional Arms Control inspectors, RACVIAC has conducted 24 Dayton Article IV Orientation Courses and trained more than 500 military officers over the last 20 years. That confirms good*



cooperation and transparency among the signatories and RACVIAC and directly contributes to the regional stability and building trust,” he continued. He also emphasized that the control of arms still had a big role to play in addressing ongoing regional and global security concerns, threats and challenges: “Given the unfolding and important challenges and threats in the regional and global security, the field of Arms Control must adopt new approaches and new ways of thinking. Reflecting the vision and mission, RACVIAC will continue to promote peace and stability in the region by further contributing to raising the countries' institutional capacities in dealing with the common security challenges.” Lastly, he thanked all for the fruitful cooperation so far and once again congratulated everyone on this significant anniversary.

The awards and special recognitions to the distinguished individuals and organizations were assigned at the very end of the Celebration and we are especially proud that RACVIAC – Centre for Security Cooperation and Ms Vedrana Djukarić, Activity Coordinator in the Security Sector Governance Pillar, RACVIAC, received the Certificate of Appreciation.

The first day of Arms Control Symposium (Panel I) was dedicated to “History and Development of the Agreement – National View” and the second day (Panel II) to “Arms Control Current Issues”. The purpose of this event was to present the latest developments in Arms Control, with the

aim of revealing new perspectives on confidence-building measures in Europe and wider. The idea was to bring together all relevant players coming from the 'Arms Control Family' as well as experts dealing with related non-proliferation issues and provide them with the opportunity to discuss and share ideas on the Arms Control, taking into consideration the developments in this field in the region and in Europe as well as on a global scale.



“RACVIAC is honoured to be in charge of developing this annual Symposium as a regional platform to enable RACVIAC Members to update the South-Eastern European region on relevant information regarding this field. As we have repeatedly stated, the regional approach to security issues is a crucial element of peace and stability in the region and beyond. Hence, I hope that ideas expressed during this Symposium will not remain at a conceptual level but that this forum, through the involvement of the field's prominent experts, will prove conducive to highlighting the challenges and successes of the past whilst outlining the plans for the future in a very concrete way, for the benefit of the SEE



region. It will also serve as an excellent tool for increasing cooperation, openness and transparency amongst our countries”, said RACVIAC Director MG (ret.) Jeronim Bazo in his opening address. He also took the opportunity to express his sincere appreciation to speakers, arms control

experts, academics, researchers and national representatives who participated in this event. RACVIAC Director emphasised that the Symposium was organized by RACVIAC - Centre for Security Cooperation with central financial support from the Federal Republic of Germany and the Republic of Croatia without which that event would not have been possible.

This was RACVIAC's 11th Symposium in a series of such events aimed to annually review the recent developments in the ever-changing political and security arena and consider future developments and challenges in the Arms Control domain, on a regional and global scale.

This year it gathered more than 60 national representatives as well as experts and scholars with a wide area of expertise, coming from Albania, Bosnia and Herzegovina, Croatia, France, Germany, Greece, Italy, Kosovo*, Montenegro, North Macedonia, Romania, Serbia, Slovenia, Turkey, USA as well as the Observatory on Security and



CBRN Defence (OSDIFE), the Defense Threat Reduction Agency (DTRA), South Eastern and Eastern Europe Clearinghouse for Control of Small Arms and Light Weapons (UNDP – SEESAC), Organization for Security and Cooperation in Europe (OSCE), The Bundeswehr Verification Center (BwVC), BeNeLux Arms Control Agency (BACA) and Centre for Strategic and Defence Studies, National University of Public Service (NUPS).

The Arms Control Symposium and Dayton Agreement 25th Anniversary Celebration Event was organized in the partnership with Sub-Regional Arms Control Agreement Signatory Countries (B&H, Croatia, Montenegro and Serbia) and financial support from the Federal Republic of Germany and the Republic of Croatia. The closing remarks were delivered by COL Deniz Öztürk, Program Manager in CSE Pillar and Mr Predrag Omrčen, Activity Coordinator in CSE Pillar. COL Öztürk closed the Symposium with words of gratitude and appreciation to the contributors as well as participants. ●

* This Designation is without prejudice to positions on status and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence



Captain Jasmina Vrgoč arrived at the RACVIAC – Centre for Security Cooperation on January 1st 2021 to the position of Public Affairs Officer. She graduated from the Faculty of Science in Zagreb as B.A. in Geography. She graduated in 2009 and started to work for Croatian Armed Forces. Her first posting was at Platoon command duty in 2nd Mechanized Battalion “Gromovi” (Thunders) and her last posting, before coming to RACVIAC, was at “Josip Briški” International Military Operations Centre.

She is married and enjoys spending time with her two children.

Mr Ivan Dominik Dragović joined RACVIAC – Centre for Security Cooperation on February 22, 2021 as an intern. Ivan Dominik graduated as a Bachelor of Political Science at University of Zagreb in 2020. Throughout his undergraduate study he participated in Erasmus+ mobility programme in Bratislava. He is a member of Diplomatic Club of Faculty of Political Science since the beginning of study and he served as a President of Diplomatic Club during whose mandate DC received two Dean's Award.

During this internship, Ivan Dominik is enrolled in a programme entitled Master of Political Science with a major specialization in the fields of international relations and national security with master thesis on the topic of military diplomacy.



Colonel (ret.) Predrag Omrčen joined RACVIAC – Centre for Security Cooperation on March 8, 2021 as the substitute Activity Coordinator in CSE Pillar.

He graduated from the Military Academy as Artillery 2nd Lieutenant in 1985. He has been member of the Croatian Armed Forces since 1992, and he was commissioned as an Artillery Platoon Commander. In the CAF, he was assigned as: Coastal Artillery Chief, Land Force Staff Officer, Tactics Department Chief, and Human Resources Senior Inspector in MoD HR. As member of CAF, he participated in 3 International UN Mission (Eritrea and Ethiopia, Nepal, Sudan) and 3 NATO Operations (ISAF, KFOR, RSM).

He is married and has two daughters. He likes traveling, running, diving and reading books.

Ms Maja Jalšovec joined RACVIAC – Centre for Security Cooperation on March 15th 2021 as an Intern for a period of four months in CTST (Countering Transnational Security Threats) Pillar. She holds a Master Degree in International Relations and Diplomacy from 2020. Therefore, she recognized RACVIAC as an excellent international platform to gain useful knowledge and skills for her future career in the Ministry of Foreign Affairs. She acquired professional skills working for nearly two years as an assistant of the Head of the Law Department in the Ministry of State Assets. She is willing to continue her educational specialization at the Zagreb University of Political Science.

In her free time she loves to do relaxing mind-body exercises and enjoy nature.





With a modest farewell party in January, we marked the end of tour of duty of our colleague **MAJ Marija Čičak**. She left RACVIAC on 1 January 2021, after spending 4 years in the position of Public Affairs Officer in Support to Management Department. We were honoured to have worked with her over the past 4 years. MAJ Čičak is continuing her career at the “Josip Briški” International Military Operations Centre in Rakitje, so she won't be too far in case that we need any advice from her. We would like to thank her for her dedication and consistent professionalism and, more importantly, her friendship.

RACVIAC wishes Marija all the best in her future military career and we are sure she will prove to be an invaluable asset in her new position at the IMOC Planning Department.



After three months of service, **Mr Ivan Dominik Dragović** completed his internship in RACVIAC C-WMD Network (Countering Weapons of Mass Destruction) on 21 May 2021. During that period Ivan Dominik demonstrated a high level of eagerness in all his tasks in supporting the preparation of programme activities and coordinating their implementation. We will remember him as a very friendly, kind and decent young man able to carry out all of the duties assigned to him. He was a joy to work with because of his amazingly positive attitude and being open to new concepts and

ideas. We would like to thank Ivan Dominik for his professionalism, commitment and friendship during his work at RACVIAC and wish him success in completing his studies and in his future employment!

C-WMD Network

No.	Topic / Title	Host / Venue	Date
1.	C-WMD Phase 2 Project – Multinational Table-Top Exercise	RACVIAC	27 - 29 September 2021

Security Sector Governance

No.	Topic / Title	Host / Venue	Date
1.	Gender Training of the Trainers Course (GTotT)	RACVIAC	06 - 17 September 2021

Countering Transnational Security Threats

No.	Topic / Title	Host / Venue	Date
1.	Crisis Disaster Management - Natural Disasters (floods, fires, earthquakes)	RACVIAC	21 - 22 September 2021



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